Innovating Innovation
A New Framework for Unleashing Your Full Potential

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UTAH OPS
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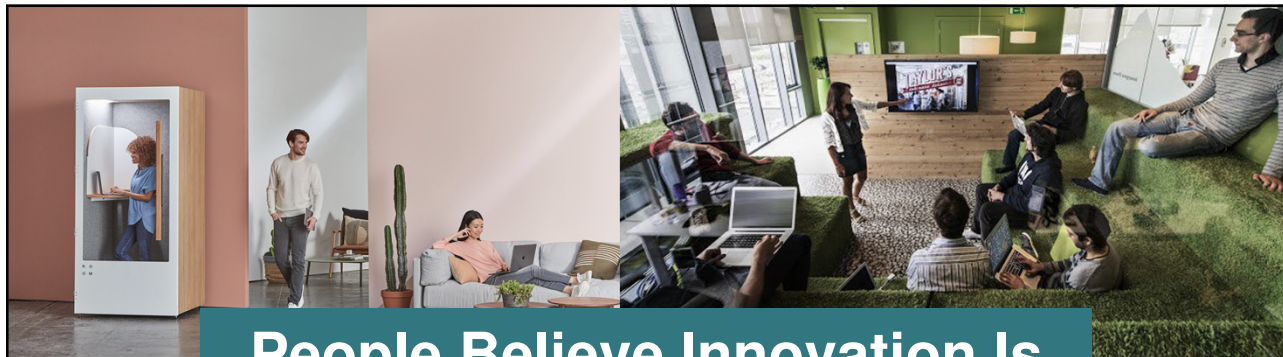# The Seductive 7

$ More Money

More Technology

More Reorganization

More Strategic Planning

More Data

More Training & Communication

More Accountability & Assigning Blame

People Believe Innovation Is

- The new and latest technology
- Introduction of new products and services
- Cool workplace designs

- Invention/solution that breaks the norm
- Hot trends
- Idea generators/processes

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What Innovation ACTUALLY Is

Value is created by removing a significant limitation for the customer in a way that was not possible before and to the extent that no significant competitor can deliver.

RED OCEAN

All the industries in existence today – the known market space swarming with vicious competition.

BLUE OCEAN

All the industries not in existence today – the unknown market space.

Formula for Achieving Breakthrough Results

Define an ambitious, clear, and compelling goal
Identify THE limitation that prevents you from achieving it
Stop work and initiatives that don't help you remove the limitation
Implement and operationalize a complete solution that removes the limitation
Measure, monitor, and modify the process of ongoing improvement

Louis Braille

JANUARY 4, 1809 – JANUARY 6, 1852

KNOW YOUR DESTINATION

Know Your Destination

INDICATORS

WHEN DEFINING GOALS

Me

Mist

Boundaries

Indicator 1 Means

We don't distinguish between the means and the end or the strategy and the outcome

JOURNAL PASSAGE FROM
Louis Braille

I would pose this question as scientifically as a mathematician. I'm blind. I cannot see. Is that clear?

How can I arrange to see? How is it possible for me to read what has been set down by the seeing? About history, about art, about medicine, about politics, about men and women, about me, about the mystery of birth and love.

In short, how is it possible for me, a blind man, to take my place in the world as part of the world?

How is it possible for me to read and write what is written not long after it is written?

Is this then insoluble? It may be insoluble. But I cannot countenance that it is insoluble. I say here and now that if it is insoluble, then I shall destroy myself.
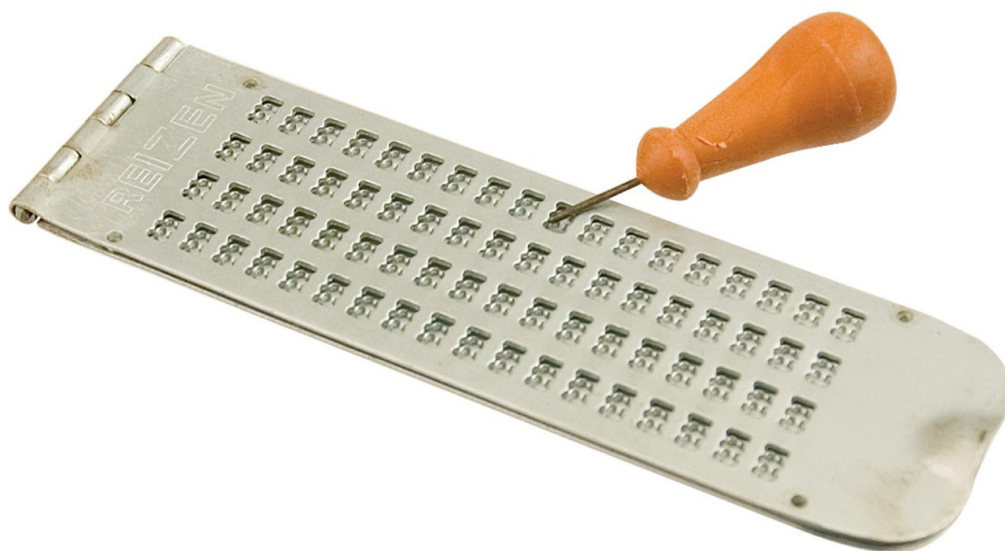
Braille

A	B	C	D	E	F	G
H	I	G	K	L	M	N
O	P	Q	R	S	T	U
V	W	X	Y	Z		
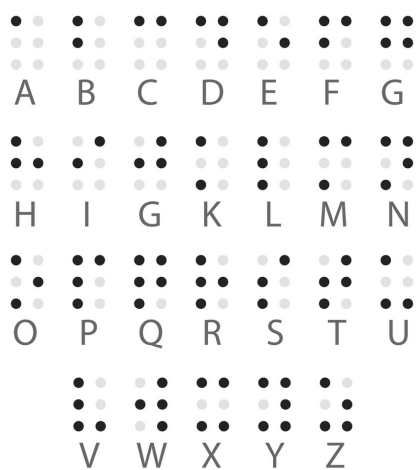
Innovate

Goals That Focus On Means
Rather Than the End

Example 1: To enhance partnerships with communities, the agency will improve the rate of overall positive experience with the agency's monitoring activities.

Example 2: Advance quality programming by obtaining meaningful data that captures survivors' experiences with receiving services at organizations that are funded by the agency.

Example 3: Advance quality programming by enhancing high-fidelity collection and reporting of service data.

Example 4: Ignite positive change through technology that will produce stronger programs and healthier beneficiaries.

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Goals Focused On
MEANS

Goals Focused On
RESULT

Provide protective factors and promote family connections

VS

To keep kids safe, reduce the rate of child repeat incidence of child abuse and neglect by 25% and reduce the rate of children being placed into foster homes by 15%

Pick up all calls within 10 minutes

VS

Make accurate and timely decisions: 85% of decisions will be made in 14 days or less

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Indicator 1: MEANS

?

What is the end result you are trying to achieve? Are you focused on the means or the end?

Indicator **2** **Me**

We create inward focused goals rather than customer-focused goals

Goals That Are Inward Focused

Communicate the agency's mission and purpose
Become world class in data collection
Align and coordinate across programs
Integrate funding streams
Comply with audit and statutory requirements
Increase profitability and market share

Indicator 2: ME

?

How would your customers define the result they want? What value do you offer them? What is their primary need?

Indicator 3 **Mist**

Goals are vague, lack substance, and don't have the power to impact a positive change

Examples

- Empower people with disabilities
- Promote the well-being of kids and families
- Develop a workforce that can compete in the global market
- Ensure an affordable education
- Ensure access to post-secondary education
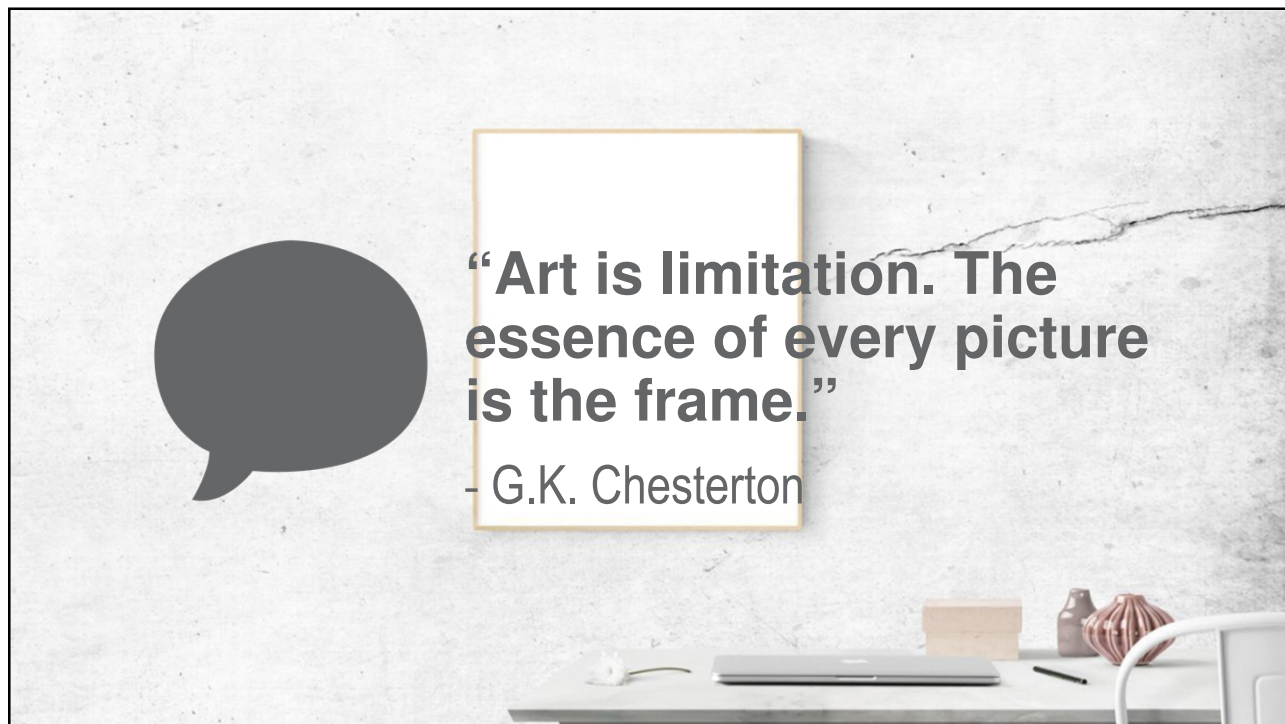- Reduce reliance on external energy sources

Indicator 3: MIST

?

Is your goal clear and compelling? Is it ambitious enough to require that we think differently about the real limitation?

Indicator **4** **Boundaries**

Don't have the criteria to evaluate the goal and the success of your effort

"Art is limitation. The essence of every picture is the frame."

– G.K. Chesterton

Criteria to Consider When Developing Boundaries for a Solution

- Doesn't cost more money
- Doesn't shift the problem to another stakeholder
- Minimizes the need for an expensive IT solution
- Provides a win for taxpayers, customers, and employees
- Can be implemented quickly
- Safeguards staff positions during changes
- Changes simplify and reduce process steps
- Avoids comprising valid needs

Indicator 4: BOUNDARIES

?

What criteria will you use to evaluate if you achieved all aspects of your goal? Have you surfaced the diverse needs that should be met through the goal?

KNOW YOUR LIMITATION

"**A problem well stated is a problem half solved.**"

- Charles Kettering

Know Your Limitation

INDICATORS

Power of One

Lack of Something

Focus on the Goal, Not the Obvious Problem

Indicator 1

Power of One

We think there are more problems rather than one.
We think our systems are inherently complex.

Time, Resources, and Energy Are Limited and Finite

Call Center Undesirable Effects
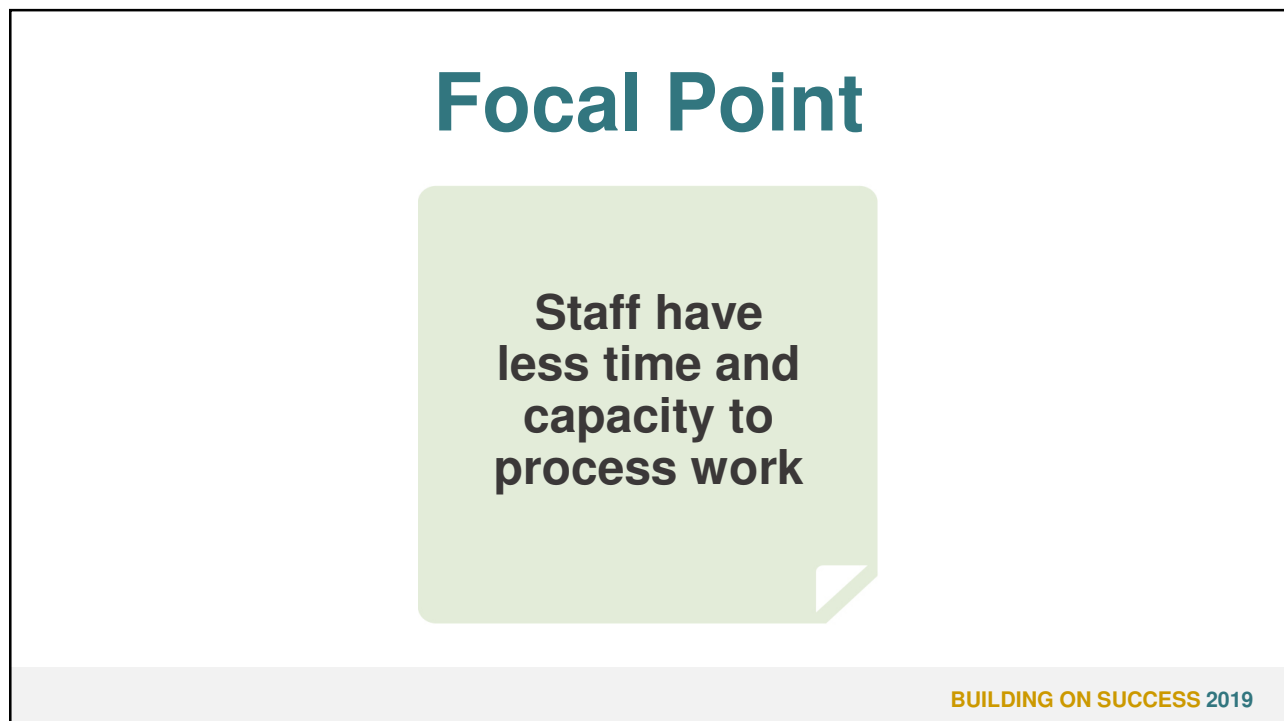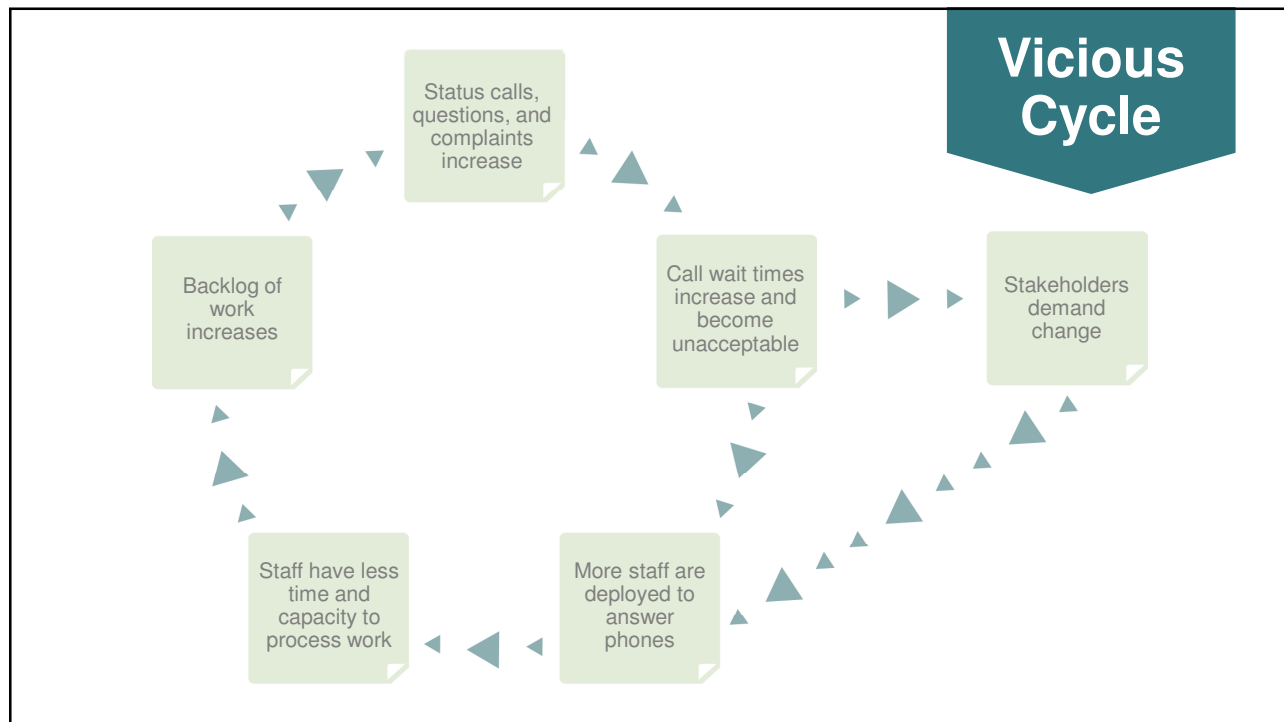
High backlog of work	Stakeholders are upset	No time and capacity to process work
Long call wait times for customers	Staff are pulled into too many directions	Too many status calls, questions, and complaints

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Vicious Cycle

Status calls, questions, and complaints increase

Backlog of work increases

Call wait times increase and become unacceptable

Stakeholders demand change

Staff have less time and capacity to process work

More staff are deployed to answer phones

Focal Point

Staff have less time and capacity to process work

Indicator 1: POWER OF ONE

?

What is the one limitation that blocks you from achieving your goal?

Indicator 2 **Lack of Something**

We define the limitation or the problem as a lack of something

Examples

- Students come to school not prepared with the right skills
- Lack of coordination or alignment
- Lack of high-paying jobs
- Can't attract a skilled workforce
- Not enough infrastructure
- Poor access to a program

Indicator 2: LACK OF SOMETHING

? **What is causing the shortage or deficiency?**

Indicator 3
Focus on the Goal, Not the Obvious Problem

We focus on eliminating the obvious problem, not on achieving the goal

Traffic

SCENARIO 1
Obvious problem: Traffic congestion
Reaction: Build more roads or find new ways to moderate the flow of traffic

SCENARIO 2
Start with the goal: People can get to where they need to go reliably
Limitation: Transit infrastructure is limited - Resources are committed to building needed roads and are not available for creating a significant integrated transportation system

SCENARIO 3
Start with the goal: The need to commute is eliminated
Limitation: Telepresence technology doesn't provide people the full immersive experience that is equal to a face-to-face experience

Do You Have a Real Problem or a Mirage Problem?

Indicator 3: FOCUS ON THE GOAL, NOT THE OBVIOUS PROBLEM

?

Which are you more focused on: getting away from the problem or achieving your goal?

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